



# **ADJUTANT GENERAL CORPS**

## **HR Support to the Modular Army**

### **Personnel Services Delivery Redesign**

*22 February 2006*

<b>1. INTRODUCTION.....</b>	<b>3</b>
1.1. OVERVIEW .....	3
1.2. ASSUMPTIONS .....	4
<b>2. CHANGE TO HR SUPPORT.....</b>	<b>5</b>
<b>3. OPERATIONAL PLAN.....</b>	<b>8</b>
3.1. OPERATIONAL OVERVIEW .....	8
<b>4. ORGANIZATIONAL PLAN.....</b>	<b>9</b>
4.1. ORGANIZATIONAL OVERVIEW.....	9
4.2. DISCRETE BCT/BRIGADE S1 SECTION .....	9
4.3. DISCRETE STB S1 SECTION .....	12
4.4. DISCRETE BN S1 SECTION .....	15
4.5. HUMAN RESOURCE SUSTAINMENT CENTER (HRSC) .....	17
4.6. MILITARY MAIL TERMINAL TEAM.....	20
4.7. THEATER GATEWAY R5 TEAM.....	22
4.8. HR COMPANY HEADQUARTERS .....	24
4.9. HR COMPANY POSTAL PLANS AND OPERATIONS TEAM .....	28
4.10. HR COMPANY R5 PLANS AND OPERATIONS TEAM .....	29
4.11. POSTAL PLATOON .....	30
4.12. R5 PLATOON HEADQUARTERS .....	31
4.13. R5 TEAM.....	32
4.14. CASUALTY PLATOON HEADQUARTERS .....	34
4.15. CASUALTY LIAISON TEAM.....	35
4.16. POSTAL FLOW .....	36
4.17. R5 FLOW .....	37
4.18. CASUALTY FLOW .....	38
4.19. PERSONNEL SERVICE FLOW .....	39

# 1. Introduction

## 1.1. Overview

This Design Plan discusses personnel services support to the Modular Army.

The United States Army is transitioning from a forward deployed force to an expeditionary force based primarily in the Continental United States (CONUS). It continues to transform to meet the security challenges of the 21<sup>st</sup> Century as the pace and proliferation of technology increases. The Army understands the need to respond more rapidly and decisively across the full spectrum of military operations. It is transitioning from an Army based around large, powerful fixed organizations, typically a Division, of over 15,000 soldiers to an Army designed around smaller, more self contained organizations, the Brigade Combat Teams (BCTs) (less than 4,000 Soldiers) and modular multifunctional Support Brigades. The multiple fixed hierarchal headquarters transformed into functionally driven headquarters: one primary Warfighting headquarters (Corps/Division) and one Army Support headquarters (Theater/ASCC), both joint capable when augmented.

Personnel deployed in support of US operations are becoming more diverse – military personnel from all services and components, Department of Defense (DoD) civilians, contractors, non-governmental organizations and other federal, state, and local agencies and serve together in joint, inter-agency organizations. Reliable, responsive, and timely personnel services support in the operational area with in-transit visibility and links to and from intermediate staging bases or CONUS sustainment bases is critical to supporting the Operational Commander and the force. The prime objective is to optimize operational effectiveness and to facilitate enhanced support to the soldier and deployed forces. Simultaneously, a reduction of the support footprint in the operational area is viewed as imperative to overall mission success.

The Army's Transformation concept indicates that units are to be organized, manned, equipped and trained to be more strategically responsive, deployable, agile, versatile, lethal, survivable, and sustainable across the full spectrum of military operations. This document describes HR capabilities and structure which achieve the intent of modularity by providing capabilities to BCT/BDE Commanders to execute essential personnel services and strength management with organic assets while redesigning and improving theater-level support for postal, R5 and casualty operations. This document details the mission, capabilities, structure, and employment of the Human Resource Support Center (HRSC), the Theater Gateway R5 team, the Military Mail Terminal (MMT) team, the Human Resource (HR) Company Headquarters, Postal Plans and Operations team, the Reception, Replacement, Return to Duty, Rest and Recuperation and Redeployment (R5) Plans and Ops team, Postal Platoon, R5 Platoon Headquarters, the Casualty Platoon Headquarters, the Casualty Liaison team

(CLT), and the discrete BCT/BDE, STB and BN S1 Sections. Designed to be modular and BCT/BDE centric, these organizations will provide essential human resource support to the Modular Forces. These organizations and processes have significant changes from the legacy concepts and structure, providing more effective and efficient support of the Modular Joint Expeditionary Army. BCT/BDE, STB and BN S1 sections give commanders integrated HR support. The modular structure of postal, R5 and casualty support allows for the employment of the tailored, minimal force structure required for the unique theater. Additionally, increased network connectivity provides visibility of human resources and combat power as geographically dispersed units organize for missions. Connectivity is the critical element to succeed. Through the common relevant operating picture, commanders have total visibility of assigned or attached personnel, regardless of component.

## **1.2 Assumptions**

The personnel structure is built for combat operations and to support the Army's modular, joint, expeditionary, and operational concept. Active component units will be the primary forces available during the first 30 days of an expeditionary operation. The proposed HR structure will adapt and change to support long term sustainment operations. The primary focus of TOE personnel units in garrison is to train for deployment and combat operations. Garrison personnel units (IMA) handle all routine, high volume, career management and life cycle tasks. With the decrease in multiple layer processing, HRC must be adequately resourced to interface and process actions from the BCT/BDE echelon. S1 Sections will be fully manned and equipped to meet their mission requirements.

HR support will include all 8 critical personnel functions: Essential Personnel Services (EPS), Postal Operations Management, R5 Operations Management, Moral, Welfare and Recreation (MWR) Support, Personnel Accounting and Strength Reporting (PASR), Personnel Information Management (PIM), Personnel Readiness Management (PRM) and Casualty Operations Management. The HR structure must be able to support a force of varied composition including personnel from other services, US governmental agencies, and multinational forces as well as DoD civilians and contractors.

Legacy automation authorizations (equipment) and available bandwidth connectivity were not sufficient to allow SRC 12 structures to support all critical soldier requirements in a deployed environment. Bandwidth must be sufficient to support joint-expeditionary operations. This capability gap has a significant impact on all data management and support of critical personnel services. The implementation of new personnel systems such as DIMHRS cannot cause any gaps in critical personnel services; therefore, any such system must be tested, and validated before implementation.

## **2. Change to HR Support**

The legacy structure required multiple layers for data entry, approval and task completion. The processes were tedious, time consuming and create unnecessary work that appears to the supported population as unnecessary bureaucracy.

The legacy Theater, Corps, and Division Assistant Chief of Staff, G1 and SRC 12 force structures has inadequate equipment and manning to meet demands of continuous, sustained operations, especially when compounded by demands of geographical dispersion, rotation of units and individuals, and the speed of media coverage capabilities. Additionally, Casualty Liaison Teams and personnel accountability teams (teams used to track personnel in transit) were organized ad hoc and not resourced. When needed, these teams reduced the already limited workforce available for essential personnel support.

The legacy SRC12 personnel structure is completely external from the supported population. All services are provided in area support. These external units become heavily entrenched in the area/garrison support mission making it difficult to unplug personnel services capability to support a deployment when just a portion of the units in the area are involved. Additionally, movement of soldiers in a deployed environment to the area support service provider is problematic and reduces mission effectiveness. Extended deployment durations require that all essential personnel services be available to soldiers while deployed.

The recurring challenges of competing with higher priority units for limited communications infrastructure and transportation support requires significant leadership intervention and oversight to prioritize work and prevent disruption of the flow of information and personnel, which can degrade the combat readiness of supported units, as well as diminish the Army's ability to provide personnel support to soldiers. Personnel providers must have sufficient connectivity to access personnel information networks and be technical experts on HR systems.

Future technology enablers are not expected to save manpower beyond what has already been yielded. Recent deployments have shown that even with the necessary access, bandwidth and automation support it is difficult to perform accurate personnel accounting or essential personnel services with existing manpower.

Shortfalls in personnel services operational support must be acknowledged and remedied. Some examples of the shortfalls are listed in the chart below.

Shortfalls Considered	Examples/Comments
Replacement, Accounting and Integration Operations	Capture additional workload for civilians, joint and multinational forces, emergency leave, R&R, Return-to-Duty, reception (both unit and individuals) and redeployment including necessary personnel accounting
Casualty Operations	Casualty Liaison Teams required at military medical facilities and Mortuary Affairs Collection Company. Need for improved information collection, sharing with effected units and commanders, and reconciliation with the medical community including reporting for contractors and civilians.
Postal Operations	Must consider geographical dispersion and rapid movement of units. The volume demands increased manpower including customer service and postal finance teams. Volume greatly increased by online purchasing, official mail uses, and mail for contractors and DoD civilians. Volume of mail at theater entry requires large scale equipment to move mail faster and more efficiently. Large amounts of Class IX supply add to the bulk of mail into the theater and are critical to the theater mission.
Essential Services	Deployed personnel units need ability to interface directly with action agency. Need more direct customer service mechanism for efficiency and better time management.
Connectivity	Required support enablers such as bandwidth, digital and satellite communications and personnel system accesses are critical to the ability to provide personnel support including accurate personnel accounting.
Leadership	The level of technical expertise required to support more complex operations and systems is difficult to obtain with the demand for a smaller support footprint. Scope and complexity of theater level missions requires an extremely high competency level married with a strong leader. Current leadership growth encourages generalization instead of technical specialization.
Readiness	Support for garrison (MPD) has prevented deployable units from preparing for wartime functions and degrades responsiveness and readiness

The demands within the Army operational environment are changing, and therefore the supporting organizations, SRC-12, must be adapted and become more efficient. Some modifications are in the chart below:

What is Changing	Personnel Impact
Modularity	A BCT-centric force means a major shift in workload from SRC-12 units to BCT/BDE (no habitual relationships with DIV/CORPS), major changes from linear processing, results in increases in BCT/BDE discrete TOE S1 section with reduction in SRC-12 units (Personnel System Delivery Redesign, (PSDR))
Expeditionary Force	Rapid, no notice and frequent rotational deployments requiring HR services
CONUS-based force projection	Support from home base, reduced SRC-12 structure
Force Stabilization – Unit Manning	Soldiers will be assigned to units longer, unit centric management (Changes Installation reception workload)
Posture of Engagement	Rotational forces
Focus on Critical Core Competencies	Focus on core processes and transfer or eliminate non-core processes enhance personnel readiness and responsiveness. Delineate garrison HR tasks.
Converging HR Practice and Systems	Standard data, business rules and systems across all components, standardize support for the Total Force (AC, RC, DoD civilians and contractors), and establish common standard of service.
Direct, Centralized and Transactional Customer Service	Increase individual responsibility; radical change in workflow where actions move directly from individual/commander/HR specialist to action agency. (Bottom to the top of the system)
Soldier Readiness Programs	Soldier readiness must be sustained at an increased level of preparedness (all components must be interoperable)

### **3. Operational Plan**

#### **3.1. Operational Overview**

Strategic, operational, and tactical strategies are continuously being updated to reflect the challenges of the changing world. The Army is also being redesigned and restructured to meet the challenges associated with future military contingencies and operations. To keep pace, the Army must have human resource capabilities that are capable of building, generating, and sustaining the force across the full spectrum of operations. These capabilities must not only provide support to the modular force, but to forces and organizations that are transitioning to modular force structures. This is critical since not all forces will undergo transition at the same time nor will enablers be in place at the same time. While the HR structure was developed to support all potential future conflict, the recent lessons learned from both major combat operations and sustainment operations during the Global War on Terrorism were considered and where possible were incorporated into the design.

Unlike the legacy force, organizations and units are being restructured into two operational levels and one tactical level. The operational levels include the Theater/ASCC and Corps/Division. These operational levels are normally organized, designed, and equipped to fulfill command and control functions as the ARFOR Component and Army Service Component Commander (ASCC). With augmentation, the Corps/Division can also serve as Joint Force Land Component Command (JFLCC), or Joint Task Force (JTF).

At the tactical level, there are Heavy Brigade Combat Teams (BCT), Stryker BCTs and Infantry BCTs roughly equivalent to our legacy brigades. Framework for the design also includes Aviation, Battlefield Surveillance, Fires, Maneuver Enhancement, and Sustainment Support Brigades.

Current and future operations will require human resource organizations that are modular, scalable, and flexible to the maximum degree possible while supporting the transformation of the Force. They must also have the ability to meet the requirements for greater strategic readiness and an increased sustainment level for Soldier preparedness and deployments. Personnel Services Delivery Redesign (PSDR) was the mechanism developed to push personnel service support, personnel accounting and strength reporting, readiness management, information management and system accesses to the lowest possible level; closest to and embedded with the commander and the individual Soldier. Postal, R5, and casualty support, functions only required in a deployed environment will be structured to support the commander during deployments only at the appropriate level, but concentrated at the theater-level, where the greatest requirement is located.

## **4. Organizational Plan**

### **4.1. Organizational Overview**

Principle organizational design considerations include the Expeditionary Force concepts of modular, scalable, flexible organization capable of providing responsive, sustained support across the full spectrum of military operations with the minimum but effective number of personnel located within the battle-space based on the unique requirements of the battle-space. The organization must be able to transition quickly during different phases of an operation and be fully functional in the Army Force and Joint, Inter-agency, Inter-governmental, Multinational (JIIM) environments.

The discrete TOE BCT/BDE S1 is the basic building block within this organizational plan. The PSDR empowers commanders to care for Soldiers with organic HR professionals. The plan migrates tasks from legacy SRC-12 structure to S1s decreasing the layering of current HR organizational structure. This plan supports the Chief of Staff of the Army's concept of modular, expeditionary BCTs which easily plug into joint and theater structure. The plan recognizes changes in technology enabling more timely and effective delivery of personnel services allowing for the direct interface from initiator to decision maker.

This Human Resource organizational design is intended to support the modular force but leave high volume, inherently garrison missions to TDA HR sections. The PSDR concept gives the commander direct access and support from human resource functional experts throughout the course of a deployment. Postal, Casualty and R5 structural design allows for area support primarily focused at the deployed theater level that is flexible, modular and tailored to support an area of responsibility during the entire deployment life cycle.

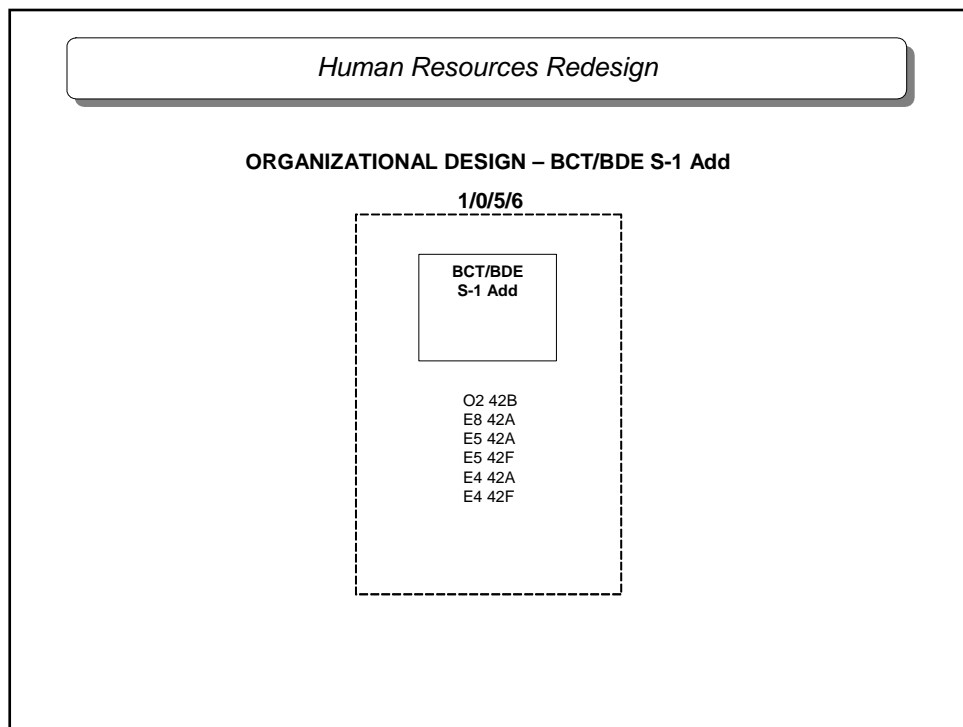
### **4.2. Discrete BCT/Brigade S1 Section**

#### **Mission**

To provide EPS, PASR, PRM, PIM, and Casualty Information Management to the BCT/BDE as directed by the BCT/BDE Commander and defined by the Theater, Corps and Division G1 and Army policy.

The BCT/BDE S1 is a BCT/BDE level staff section (existence based) providing personnel service support to the BCT/BDE Commander. Under PSDR, these additional personnel empowers the commander to care for Soldiers with organic HR assets. See Figure 4-1.

The structure allows for Soldier-specific support in the BCT/BDE S1 sections and eliminates the requirement to unplug personnel service capability from external structure (Personnel Services Battalions/Personnel Detachments). The structure and process design provides a more timely and efficient delivery of personnel services allowing direct interface from initiator to decision maker. Support is provided in the same manner and by the same organic capability both deployed and at home station. With legacy and intermediate databases, the PSDR concept would give all necessary system accesses to the BCT/BDE S1 section to input and pull data directly from HRC or top of the system without the intermediate steps of the Corps/Division G1 or external personnel units. The BCT/BDE S1 provides personnel policy and procedure guidance and technical oversight for the BN S1 Sections it supports. The BCT/BDE S1 performs some personnel functions at the BCT/BDE level that BN S1 Sections cannot perform such as records management, casualty information processing, data reconciliation, systems administration, strength management and production of identification cards.

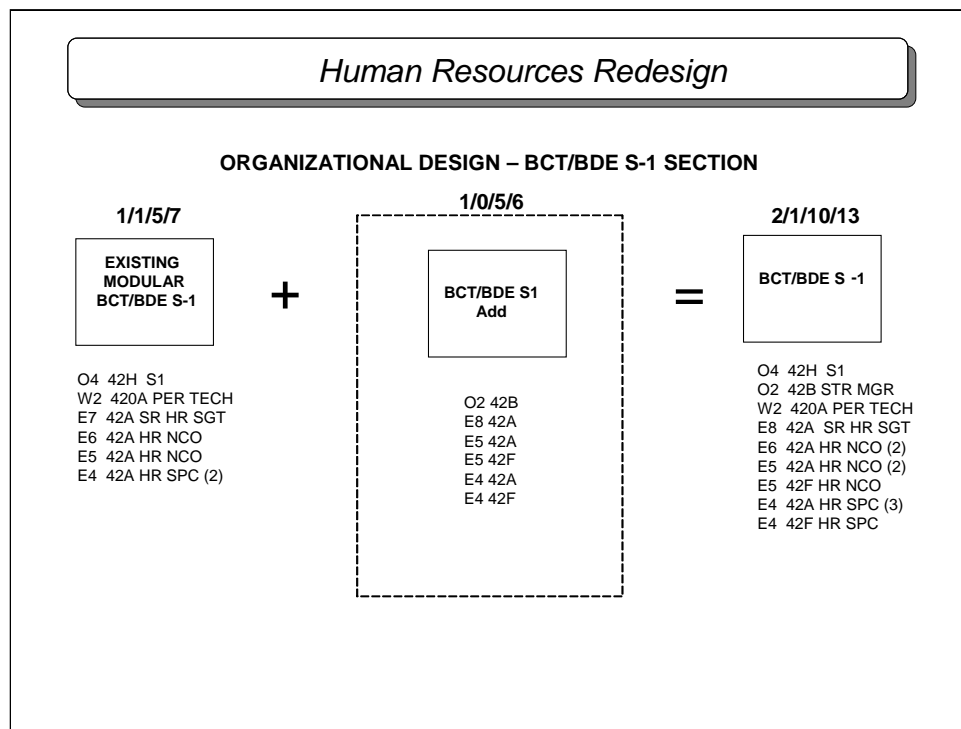


**Figure 4-1: BCT/BDE S1 ADD**

The 6-man add combines with the current modular BCT/BDE S1 section to form the discrete TOE BCT/BDE S1 section. When the added personnel combine with existing personnel, the E7 position is downgraded to an E6 with the addition of the E8 Human Resource NCO. This allows for easy division of duties between 2 E6 section chiefs: one focusing on essential personnel services and the other on strength management. (See Figure 4-2) These 6 additional personnel add

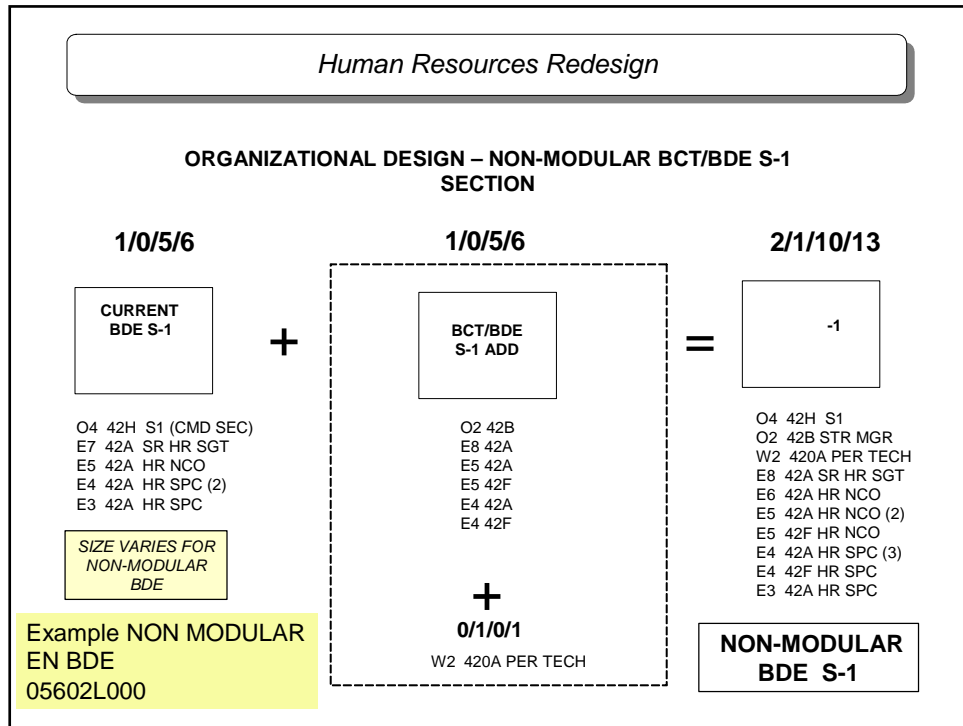
the capability necessary to perform additional tasks involved in PSDR. The end-state discrete TOE S1's general functions include EPS, PASR, PRM, PIM and Casualty Information Management.

The Discrete BCT/BDE S1 Section provides or coordinates necessary technical training for the BN S1 Sections. Overall, the BCT/BDE S1 Section performs all hierarchal and technical support functions needed for the BN S1 Sections in the BCT/BDE. The BCT/BDE S1 Sections will train and certify as part of the BCT/BDE. When personnel training is necessary outside the scope of the BCT/BDE, the BCT/BDE S1 Section receives necessary assistance from the Corps/Division G1. The Discrete BCT/BDE S1 Section is an organic asset to the BCT/BDE commander and receives technical guidance from the Corps/Division G1.



**Figure 4-2: Modular/Discrete BCT/BDE S1 Section**

The 6 additional personnel also combine with existing non-modular BDE S1 Sections to form a Discrete BDE S1 Sections. The non-modular brigade's existing S1 varies from unit to unit. These added personnel provide the capability necessary to perform the additional tasks; however, unlike the modular structure, there is no Warrant Officer in the existing base S1 structure. A Warrant Officer is added to the discrete Non-modular BDE S1 Section to ensure the appropriate level of technical expertise and competency to complete S1 tasks (See Figure 4-3).



**Figure 4-3: Non-Modular/Discrete BDE S1 Section**

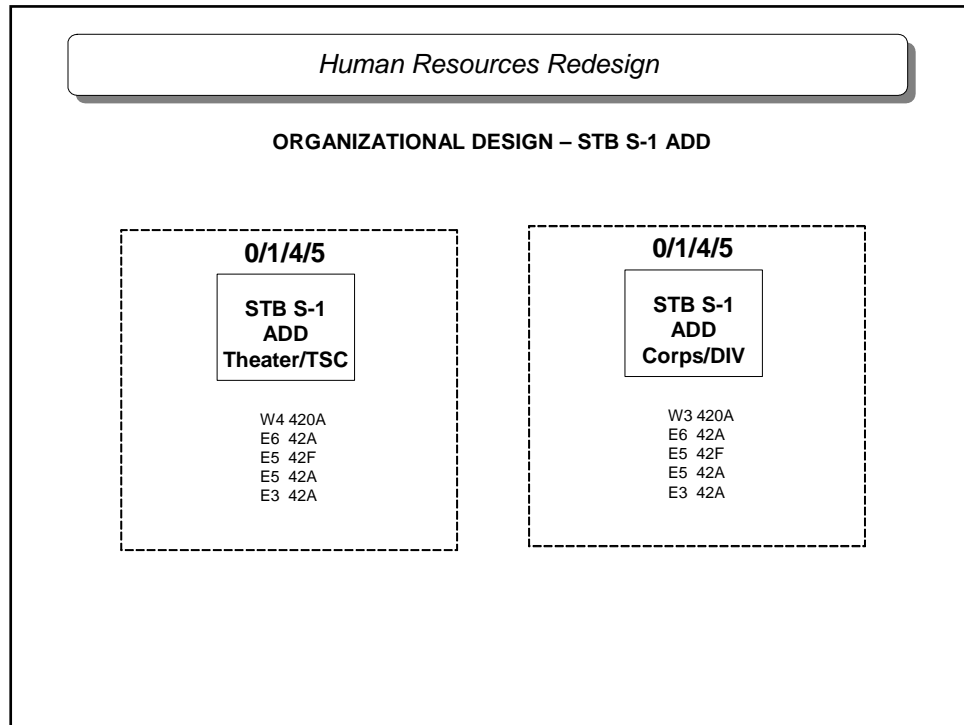
### 4.3. Discrete STB S1 Section

#### Mission

To provide EPS, PASR, PRM, PIM, and Casualty Information Management to the population supported by the STB as directed by the STB Commander and defined by the DIV/Corps, TSC or Theater/ASCC G1 and Army policy.

The Special Troops Battalion S1 Section is a personnel staff section (existence based) at the Corps/Division, Theater/ASCC and Theater Sustainment Command (TSC) level providing personnel service support to the STB Commander and supported population. This section empowers the commander to care for Soldiers with organic HR assets. While the STB is only a battalion, they supported population is much larger than an average battalion and because they support the Corps/Division, TSC and Theater/ASCC headquarters and Command Group, there is a much larger workload generated. The workload more closely mirrors that of a BCT/BDE S1 than that of a BN. The STB S1 also supports attached and associated teams and separate companies supporting the headquarters. In the Theater/ASCC level STB S1, there is a CW4 Personnel Technician to provide a more senior level of technical competence to the STB S1 Section. See Figure 4-4.

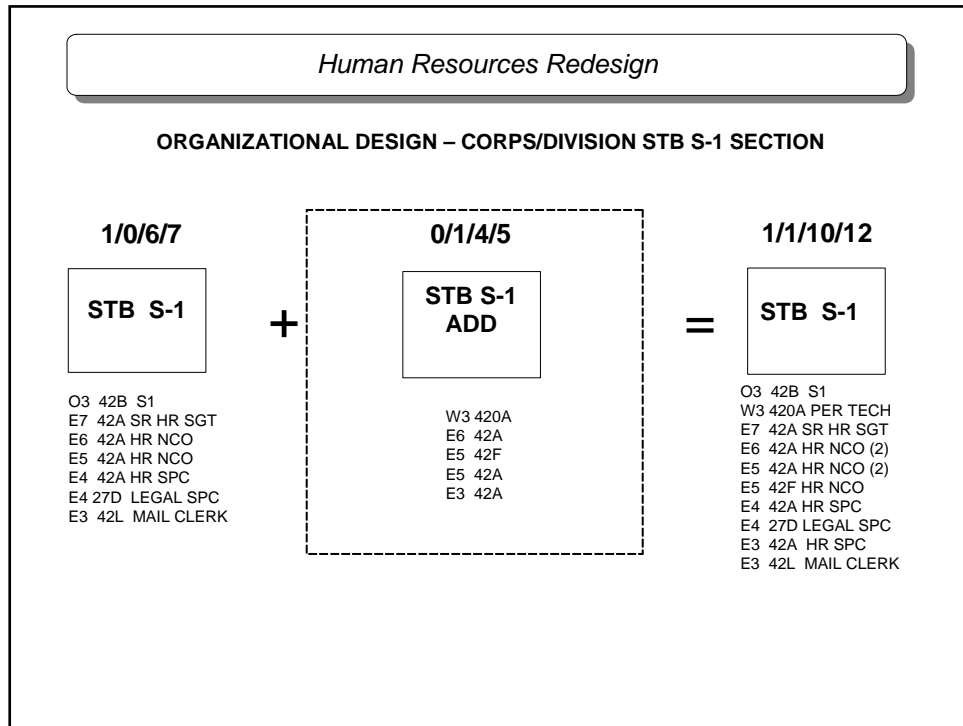
The STB S1 performs some personnel functions that other BN S1 Sections cannot perform such as records management, casualty information processing, data reconciliation, systems administration, strength management and production of identification cards.



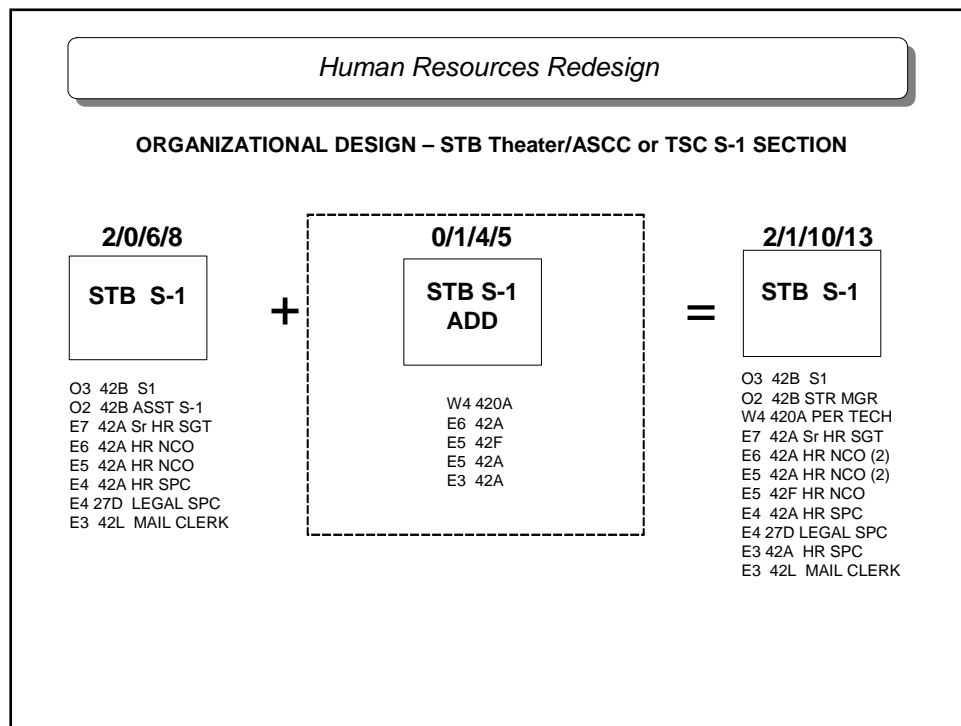
**Figure 4-4: Corps/Division STB S1 ADD and Theater/ASCC/TSC STB ADD**

The 5 additional personnel combine with the existing Theater/ASCC, TSC or Corps/Division STB S1 Section to form the discrete TOE STB S1 section. (See Figure 4-5 and 4-6) These 5 additional personnel adds the capability necessary to perform the additional tasks involved in PSDR. The combined discrete TOE S1's general functions include EPS, PASR, PRM, PIM, and Casualty Information Management.

The STB S1 Sections will train and certify as part of the STB. When personnel training is necessary outside the scope of the STB, the STB S1 Section receives necessary assistance from the Corps/Division or Theater/ASCC G1. The Discrete STB S1 Section is an organic asset to the STB commander and receives technical guidance from the Corps/Division, TSC G1 or Theater/ASCC G1.



**Figure 4-5: Discrete Corps/Division STB S1 Section**



**Figure 4-6: Discrete TSC or Theater/ASCC STB S1 Section**

#### 4.4. Discrete BN S1 Section

##### Mission

To provide EPS, PASR, and PRM to the battalion as directed by the BN Commander and defined by the BCT/BDE S1 and Army policy.

The Battalion S1 Section is a personnel staff section (existence based) at the BN level providing personnel service support to the BN Commander. This section empowers the commander to care for Soldiers with organic HR assets (See Figure 4-7).

The design allows for Soldier-specific support at BN S1 sections and eliminates the requirement to unplug personnel services capability from external structures such as Personnel Detachments and Battalions. The structure and process design allows for more timely and efficient delivery of personnel services allowing direct interface from initiator to decision maker. With legacy and intermediate databases, this design would give some accesses to the BN S1 section to input and pull data directly from HRC without any intermediate steps or external personnel units while some tasks will still require BCT/BDE involvement for direct action to the HRC.

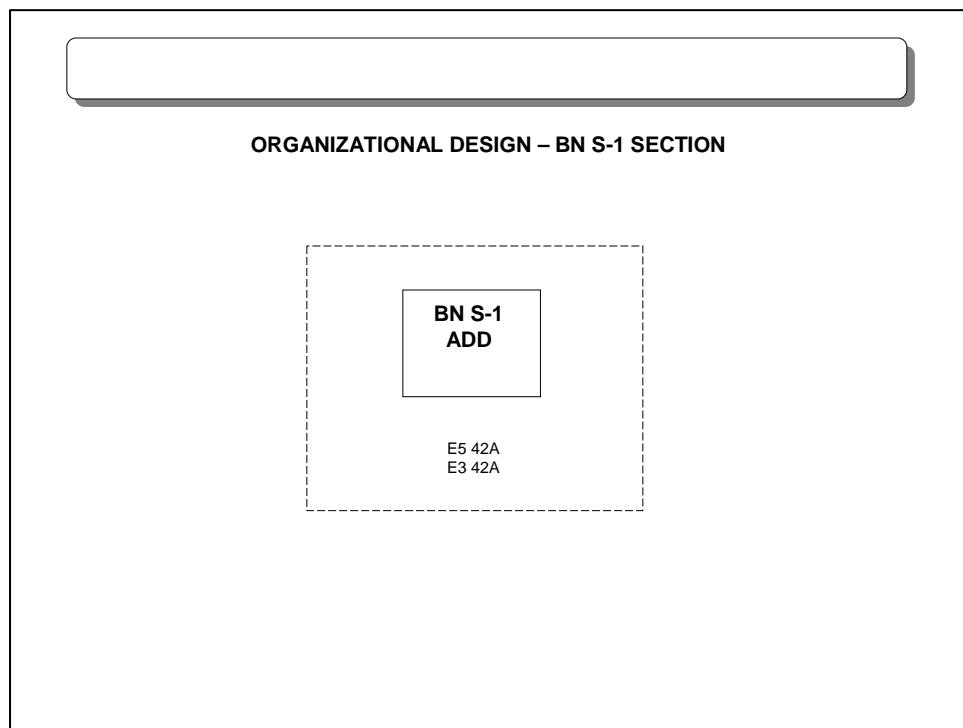
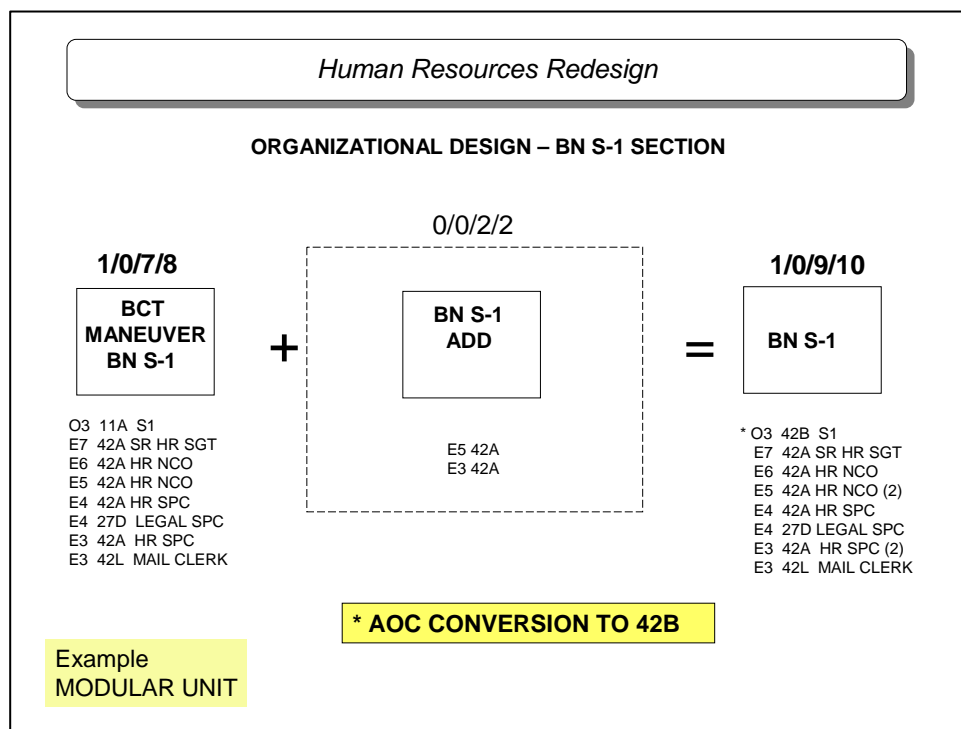


Figure 4-7: BN S1 Team

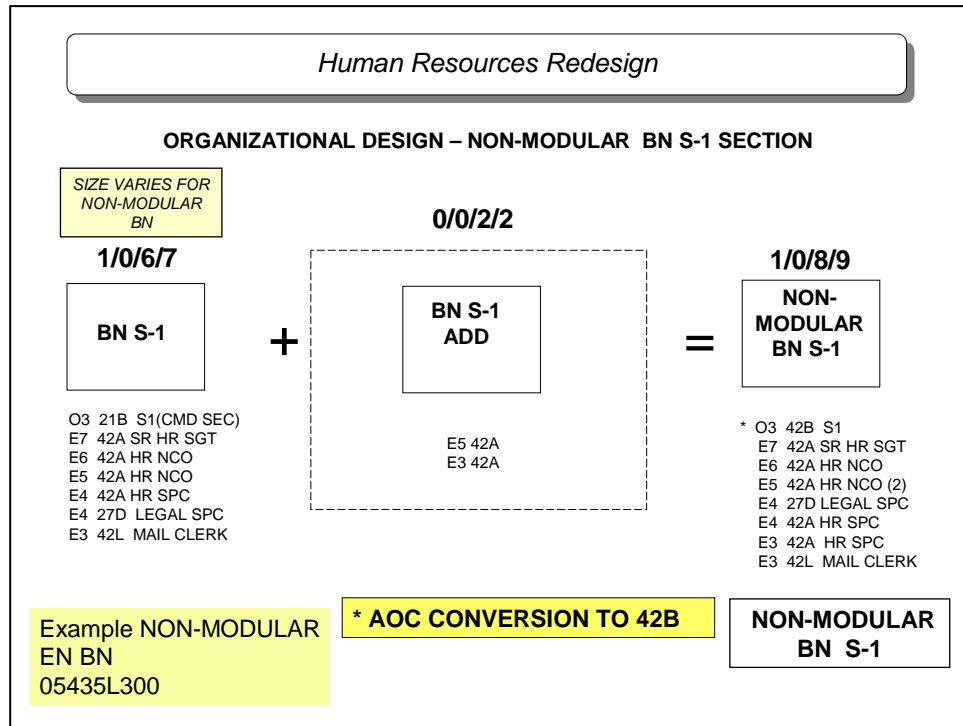
The 2-man addition combines with the modular BN S1 section or the existing BN S1 section to form the discrete BN S1 section. (See Figure 4-8 and 4-9) These 2 personnel add the capability necessary to perform tasks involved in PSDR

transition. The BN S1's general functions include personnel accounting, strength reporting, data access, projected gains and losses, and essential personnel services. All BN S1 positions will be recoded to company grade HR officers. Depending on the size of BN, the S1 will be a Captain or Lieutenant 42B officer.

The BN S1 Sections will train and certify as part of the BN. When personnel training is necessary outside the scope of the BN, the BN S1 Section receives necessary assistance from the BCT/BDE S1 Section. BCT/BDE S1 Section will provide procedural and policy guidance and assistance with personnel related issues. The BN S1 Team is an organic asset to the BN commander and receives technical guidance from the BCT/BDE S1.



**Figure 4-8: Modular/Discrete BN S1 Section**



**Figure 4-9: Non-Modular/Discrete BN S1 Section**

## 4.5. Human Resource Sustainment Center (HRSC)

***Resourced: 2 AC and 2 USAR***

### **Mission**

To provide theater-level support to the ASCC/Army G1 and Theater Sustainment Command (TSC) Commander to plan, integrate and sustain the HR support to the theater.

The HRSC is a multifunctional and modular organization (staff element-existence based) that integrates human resource support throughout the theater as defined by the Theater/ASCC Commander through the Theater G1. The HRSC provides technical support to the TSC and Theater/ASCC Commander and G1s. The HRSC's flexible, modular and scalable design increases the commander's ability to tailor human resource support based upon the number of soldiers supported and METT-TC.

The HRSC consists of a Director, HRSC, Plans and Operations Division, PASR/PRM/IM Division, Casualty Operations Division, R5 Operations Division, and Postal Operations Division. See Figure 4-10.

General Functions of the HRSC include providing technical guidance to HR Companies and S1 sections in the area of operations, operational planning to support the TSC and Theater/ASCC G1; ensuring connectivity and resource support for postal, R5 and casualty units; and integrating personnel data when necessary.

The Plans and Operations Division of the HRSC assists the Theater/ASCC and TSC G1 as needed managing current operational requirements and planning both long and short range for personnel management missions across the theater. The Division develops and maintains internal plans and policies for training. The Plans and Operations Division manages internal deployment plans, physical security and contingency operations as well as assists the HRSC Chief and Theater/ASCC G1 with internal mission support, planning executing support operations and coordinating operational security.

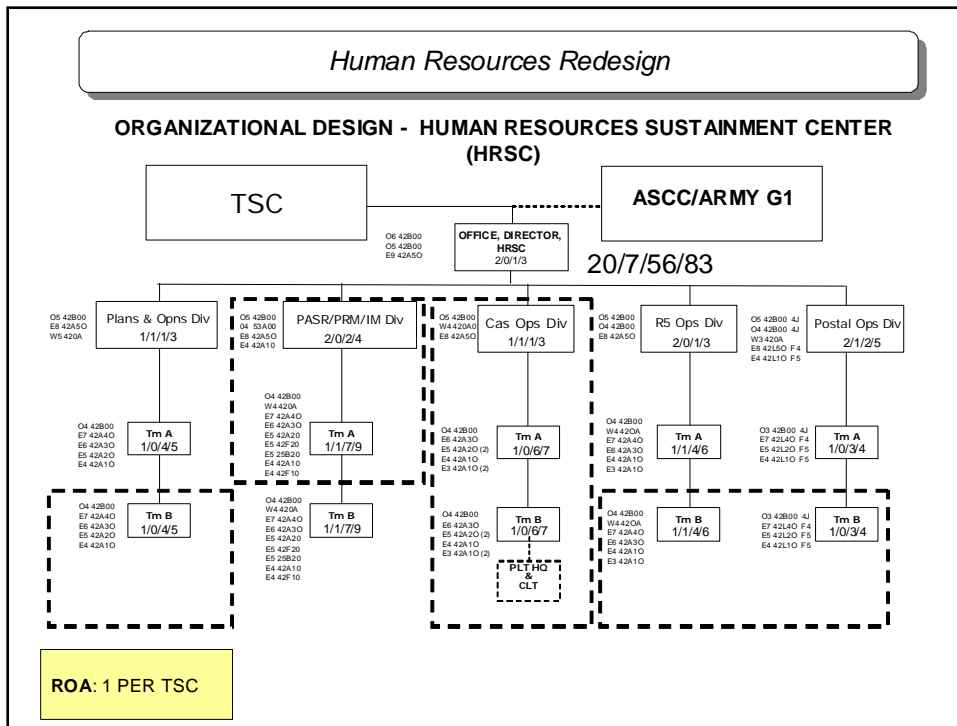
The PASR/PRM/IM Division provides the Theater/ASCC G1 with all the theater readiness analysis, personnel accounting and strength reporting and information management. The PASR/PRM/IM division will focus on assessing unit readiness and identifying critical personnel requirements. The strength reports from the theater are collected, analyzed and reported to the Theater/ASCC G1. The PASR/PRM/IM division analyzes and provides projected readiness status allowing the G1 and the Commander to assess combat capability and support intelligence and logistical preparation on the battlefield. This division ensures the R5 Division has all necessary strength reports to implement appropriate R5 priorities based on guidance from the Theater/ASCC G1 and the Theater/ASCC Commander. The PASR/PRM/IM division's Information Management duties include providing management of the theater databases (currently DTAS/eMILPO in the future DIMHRS). The division manages the theater hierarchy and makes adjustments as the G3 updates and modifies task organization. It is responsible for synchronizing data and providing real-time information to all other divisions in the HRSC as well as the Theater/ASCC G1 and the TSC G1. The PASR/PRM/IM division assists units in the theater with establishment of the theater database and any top of the system error resolution needed throughout the operations. It also provides assistance and training as needed to units in the theater on PASR, PRM, and PIM.

The Casualty Operations Division (COD) will oversee all casualty reporting in a theater of operations. The COD will collect casualty reports from the BCT S1s and the Casualty Liaison Teams and submit to HRC as well as maintain and provide casualty data and briefings for the Theater/ASCC G1. The COD must coordinate with G4 on all mortuary affairs issues including research needed to identify remains or determine the disposition of remains. The COD assists with validating casualty mail information. The COD reports all casualties from contractors, DoD civilians, multi-national forces, and personnel from other services and coordinates all joint casualty requirements.

The R5 Operations Division assists the Theater/ASCC G1 with planning and operational oversight of the R5 operations in the theater. It coordinates with various staff elements for deployment and redeployment plans and interfaces with Air Force elements for movement requirements and scheduling. The R5 Operations Division interfaces with the PASR/PRM Division for the Theater/ASCC G1's guidance on replacement priorities and also ensures the CONUS Replacement Centers are following theater replacement guidance. The R5 Operations Division develops the theater R&R Policy and implementation plan based on Theater/ASCC G1 and Commander's guidance. It does all analysis on R&R policies to provide necessary projected flow rates for the G1 for proper distribution of R&R platoons and teams across the theater. Once the operation begins, the R5 Ops Division continues to coordinate with CONUS APODs and Air Force planners concerning personnel flow. It also develops Return to Duty policies and procedures based on Theater/ASCC Commander's guidance in conjunction with theater surgeon. The R5 Operations division continuously maintains, analyzes and reports Reception, Replacement, Return to Duty, R&R, and Redeployment statistics to the Theater/ASCC G1. It provides technical support to the Theater Gateway R5 Team and all R5 elements in the theater.

The Postal Operations Division (POD) will provide through the Theater/ASCC or TSC G1 technical oversight and compliance support to all postal units in the theater including the MMT Team. The POD is capable of deploying a portion of the division to assist in Theater Opening or to perform inspections during sustainment. The POD assists with theater locator and directory service. The POD, with guidance from the Theater/ASCC G1, establishes theater postal policy and assists with execution of EPW mail. The Postal Operations Directorate ensures appropriate Military Postal Services resources for postal responsibilities in the theater as requested by the Theater/ASCC or JFLCC Commander.

The HRSC receives HR Policy guidance from HRC and receives all employment and command guidance from the TSC and Theater/ASCC commanders through the G1s. The HRSC receives life support from the TSC BTB/STB. The HRSC is capable of deploying teams from every Division to support both the TSC and Theater HQ or Deployable Command Posts (DCPs) as required based on the nature of the deployment.



**Figure 4-10: HRSC**

## 4.6. Military Mail Terminal Team

**Resourced: 2 AC and 2 USAR**

### Mission

To provide postal support to a Theater of Operations by coordinating, receiving and processing incoming mail as well as dispatching mail to CONUS.

The Military Mail Terminal (MMT) Team is an organization in the Sustainment Brigade with the Theater Opening/Distribution mission (existence based). It establishes and runs the Army Component of a Joint Military Mail Terminal with the manpower support of an HR-Postal Company at the Aerial Port of Debarkation (APOD).

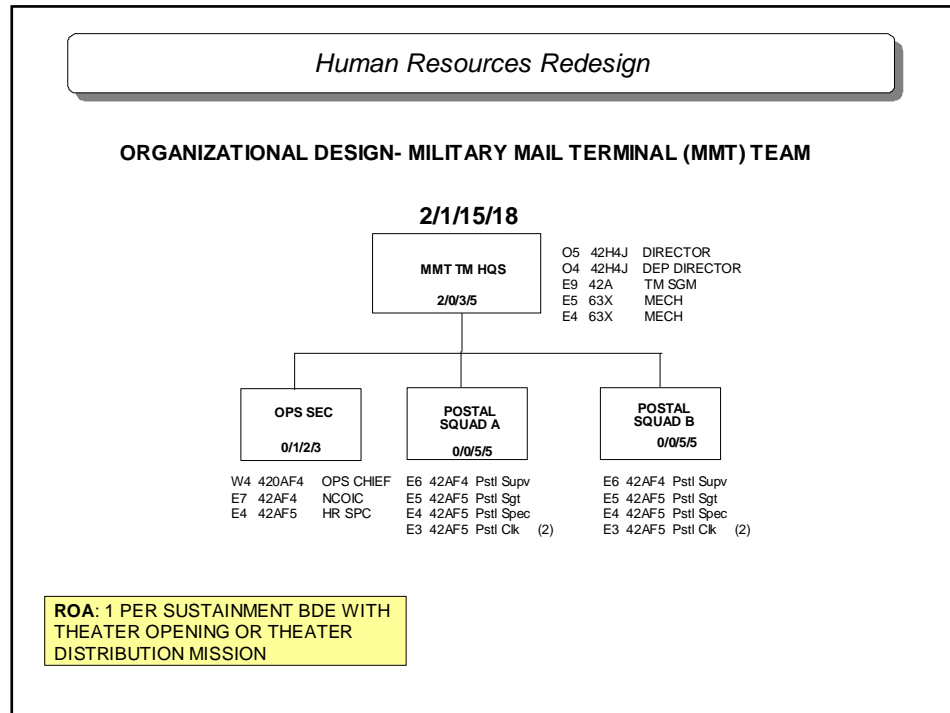
This modular structure is the direct link to other services for postal support. The MMT team provides specialized postal expertise and experience and limited augmentation manpower. The structure allows the commander to add the necessary level of seniority and experience appropriate for a joint theater level mission as well as consolidates the necessary specialty equipment to do this bulk mission. The main function of this team is to process incoming mail as well as dispatch mail to CONUS at the APOD.

The MMT team consists of a headquarters section, operations section, and 2 postal squads. See Figure 4-11. The headquarters section consists of a Director, Deputy Director, and Team Sergeant Major as well as 2 vehicle mechanics. The Director becomes the senior Army officer in the JMMT for all technical matters. The headquarters section provides a direct link with other services for operating space at the terminal, flight schedules and ground transportation of mail. The headquarters section also provides a single theater level executor with the expertise to support the Theater/ASCC G1 and other senior military leaders on the theater staff concerning postal matters.

The operation section consists of a 4-man team providing logistical planning, operating guidance, and all other postal staff support. The operations section is the vital link for all theater postal operations planning implementing all necessary input from the other services and guidance from Military Postal Service Agency (MPSA) into the operating plan.

Equipment is crucial to the success of this theater level postal team. All heavy postal equipment for the theater is associated with the MMT Team. The Team has both a T-RTCH and large forklifts to move the bulk mail in and out of the APOD. Radios and CAISI connectivity provide the necessary communication to track unit movements and control mail movement from CONUS to the theater and across the entire battle space.

The HR-Postal Company augmenting the JMMT or MMT will receive all technical supervision and guidance from the MMT Director. The HR-Postal Company Commander retains all command and control functions for the company. The MMT Team receives policy and technical assistance from the Postal Operations Division of the HRSC through the ASCC/Theater or TSC G1 and receives all employment and operating decisions and guidance from the Sustainment Brigade. The MMT Team is initially part of the Sustainment Brigade with Theater Opening mission and on order, transitions to Theater Distribution mission to continue theater support (can transition to contract support in a stable sustainment environment). The team relies on the BTB of the Sustainment BDE for all life support.



**Figure 4-11: Military Mail Terminal**

## 4.7. Theater Gateway R5 Team

**Resource: 2 AC, 1 ARNG & 2 USAR**

### Mission

To provide R5 support to the theater of operations by coordinating and providing Theater level reception (RSOI), replacement, returns-to-duty, R&R, and redeployment.

The Theater Gateway R5 Team is an organization in the Sustainment Brigade with Theater Opening/Distribution mission establishing and running a theater level R5 Center with the manpower support of an HR-R5 Company at the Aerial Port of Debarkation (APOD) (existence based).

The modular structure is the direct link to other services regarding replacement, reception, R&R, return-to-duty and redeployment. The Theater Gateway R5 Team with supporting HR-R5 Company is capable of supporting a population including other services, multinational forces, contractors, DoD civilians, and US government agencies. The Theater Gateway R5 team provides specialized R5 expertise and experience to oversee the entire spectrum of R5 functions from large scale Reception Staging Onward Movement and Integration during Theater Opening to labor intensive R&R missions in sustainment operations. The modular structure allows the commander to add the necessary level of seniority

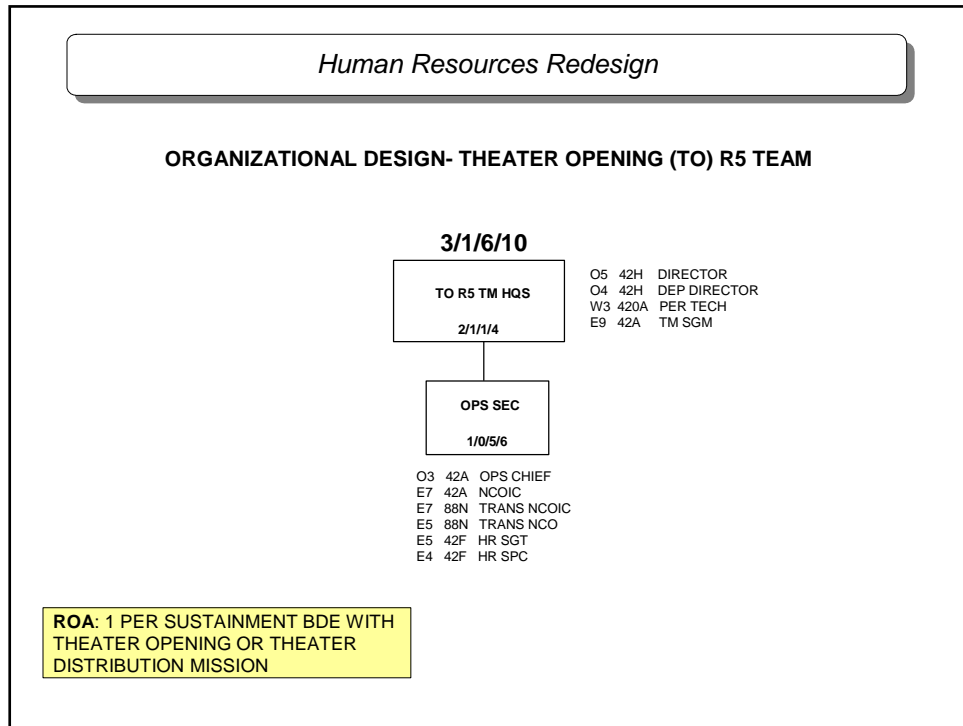
and experience appropriate for a high visibility theater level mission. The main functions of this team is to provide the supporting staff to do all the necessary coordination, planning and implementation for a large scale R5 mission during the various stages of an operation.

The Theater Gateway R5 Team consists of a headquarters section and operations section. See Figure 4-12. The headquarters section consists of a Director, Deputy Director, Personnel Tech and Team Sergeant Major. The Director becomes the senior officer in the Theater Gateway R5 Team for all technical matters. The headquarters section provides a direct link with other services and other supporting units for operating space at the terminal, flight schedules, follow-on transportation and all logistical support. The headquarters section also provides a senior authority with the expertise and experience to interact with the Theater/ASCC G1 and other senior military leaders in the theater on all R5 matters.

The operation section consists of a 6-man team providing logistical and transportation planning, movement control, operational guidance, and all other necessary coordination. The operations section is the vital link with logistical support units, forward S1 and G1 sections, and CONUS based staging areas.

To provide vital personnel service capability for soldiers in transient, the R5 Plans and Operations Team has equipment and system accesses such as CAC Card, Dog Tags and DEERS RAPIDS machines as well as eMILPO access to update DD Form 93 and SGLV.

The HR-R5 or R5-Casualty Company augmenting the theater level R5 mission will receive all technical supervision and guidance from the Theater Gateway R5 Director. The HR-R5 Company Commander retains all command and control functions for the company. The Theater Gateway R5 team receives policy and technical assistance from the R5 Operations Division of the HRSC and receives all employment and operating decisions and guidance from the Sustainment BDE Commander. The Theater Gateway R5 team is initially part of the Sustainment Brigade with Theater Opening mission and on order, transitions to a Theater Distribution mission to continue theater support (can transition to contract support in a stable sustainment environment). The team relies on the BTB of the Sustainment Brigade for life support.



**Figure 4-12: Theater Gateway R5 Team**

## 4.8. HR Company Headquarters

**Resourced: 5 AC, 2 ARNG and 15 USAR**

### Mission

To provide command and control and provide technical support to all assigned or attached platoons and teams. (R5, Casualty and/or Postal)

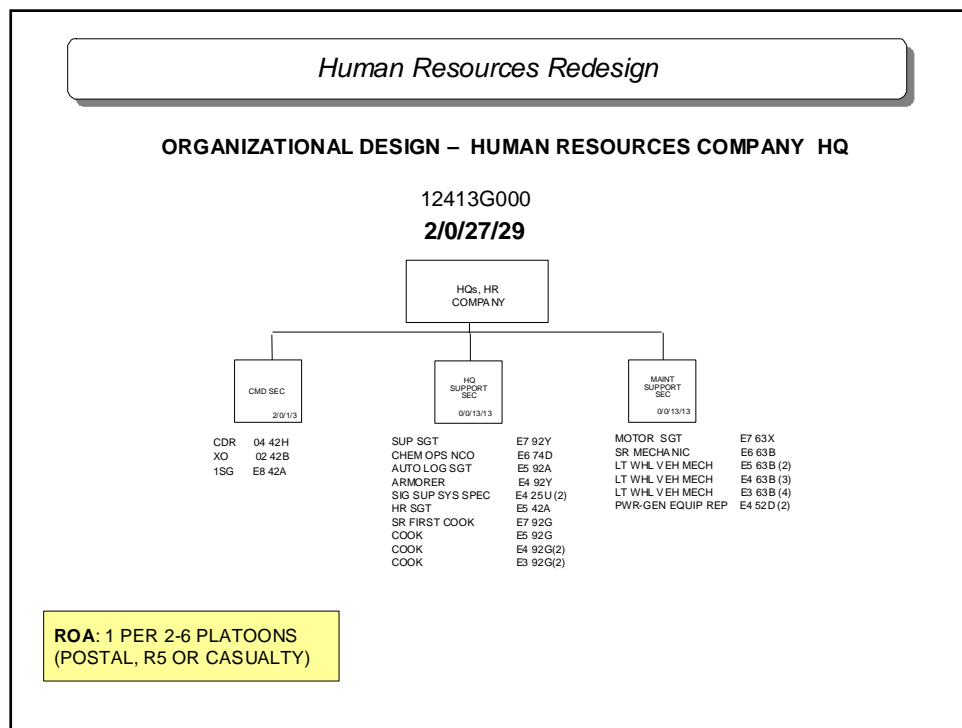
The HR Company headquarters is a modular headquarters that provides command and control as well as technical support to postal, R5 and/or casualty platoons found at the APOD, and in the Corps/Division and Theater/ASCC battlespace, as defined by the Corps/Division and Theater/ASCC commanders through their G1s (Workload-C2 and existence based) .

The HR Company's general functions include providing technical guidance, leadership and command and control for attached R5, Casualty and/or Postal platoons. The headquarters also provides support to area S1 sections regarding postal, R5 or casualty matters.

The Command Section, consisting of a Commander, an Executive Officer, and a First Sergeant, plans, supervises, and monitors the activities of the HR Company and is aided by the Headquarters Support Section. The Command Section provides leadership to all attached personnel and units. The Headquarters

Support and Maintenance Section provides limited maintenance, logistics, and automation support to the company. See Figure 4-13.

The HR Company headquarters receives its short and long term planning as well as operational management capability from the Postal and/or R5 Plans and Operations Team when postal or R5 platoons are attached. The company receives policy guidance from the R5, Postal or Casualty Ops Division of the HRSC, planning guidance from HR Ops Cell and overall execution guidance from the Theater/ASCC Commander through the G1. The HR Ops Cell in the Corps/Division and Theater/ASCC sustainment brigades will provide the planning and resourcing assistance within the sustainment brigade. The HR Company falls under the BTB or CSSB of the sustainment brigade for all administrative support.



**Figure 4-13: HR Company HQ**

This headquarters is very modular, flexible and scalable allowing the Theater/ASCC and Corps/Division commanders to tailor their R5, Postal and Casualty support in the most effective and least invasive manner. The company is capable of employing independently to support postal, R5 and casualty operations to a smaller force or employing as a functionally pure HR-R5 or HR-Postal company capable of large scale single function missions for a robust theater. The HR Company headquarters provides capability to adapt to a joint or multinational environment. See Figure 4-14 to 4-17

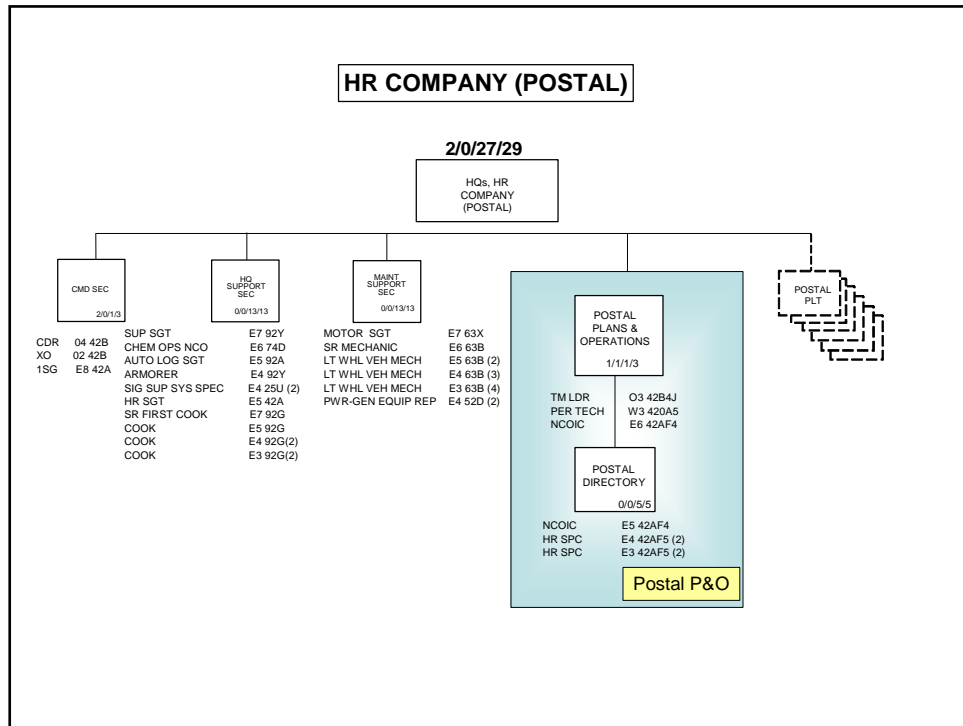


Figure 4-14: HR Company (Postal)

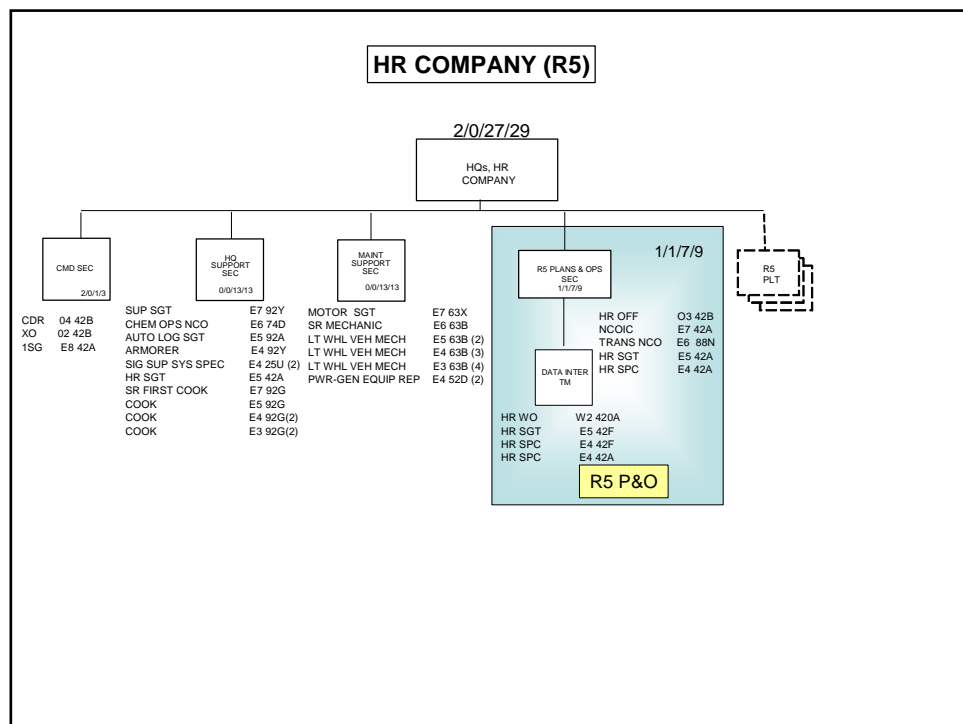


Figure 4-15: HR Company (R5)

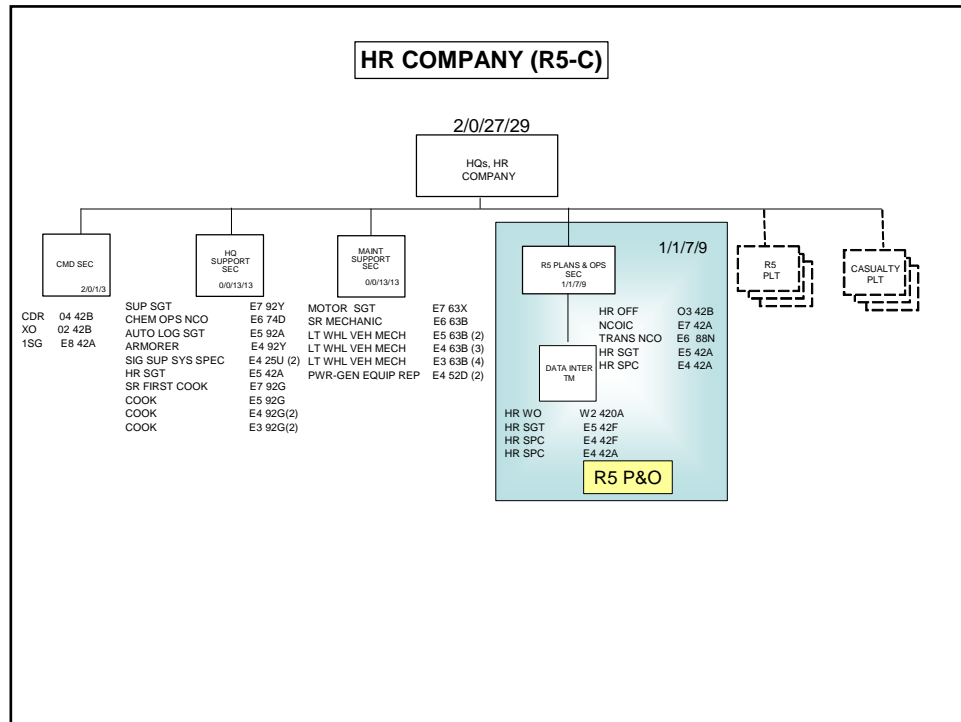


Figure 4-16: HR Company (R5-Casualty)

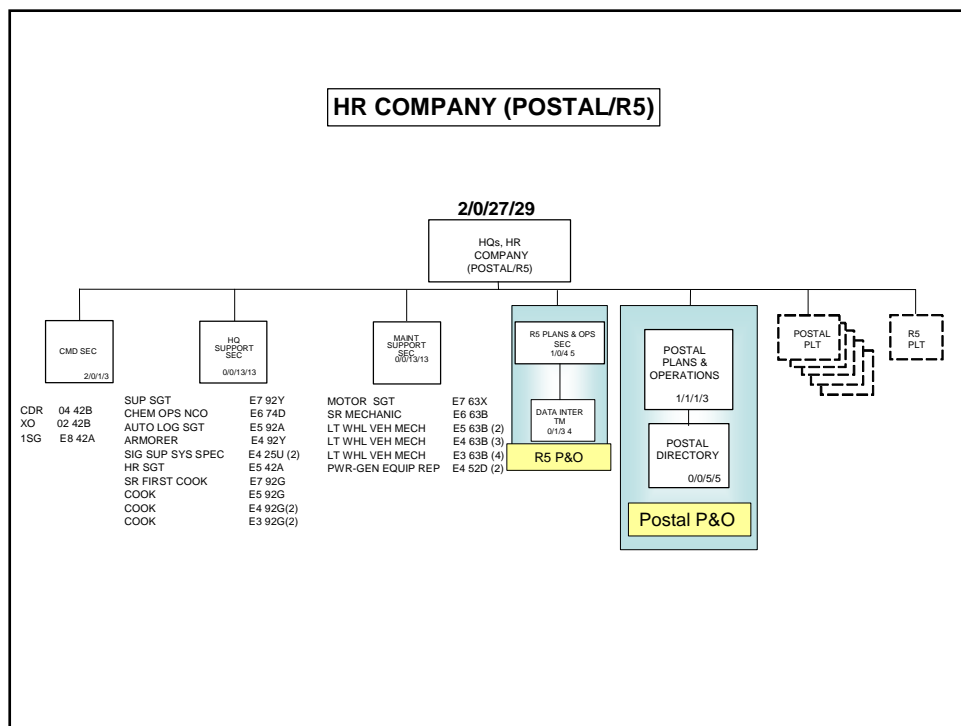


Figure 4-17: HR Company (Postal/R5)

## **4.9. HR Company Postal Plans and Operations Team**

***Resourced: 3 AC and 14 USAR***

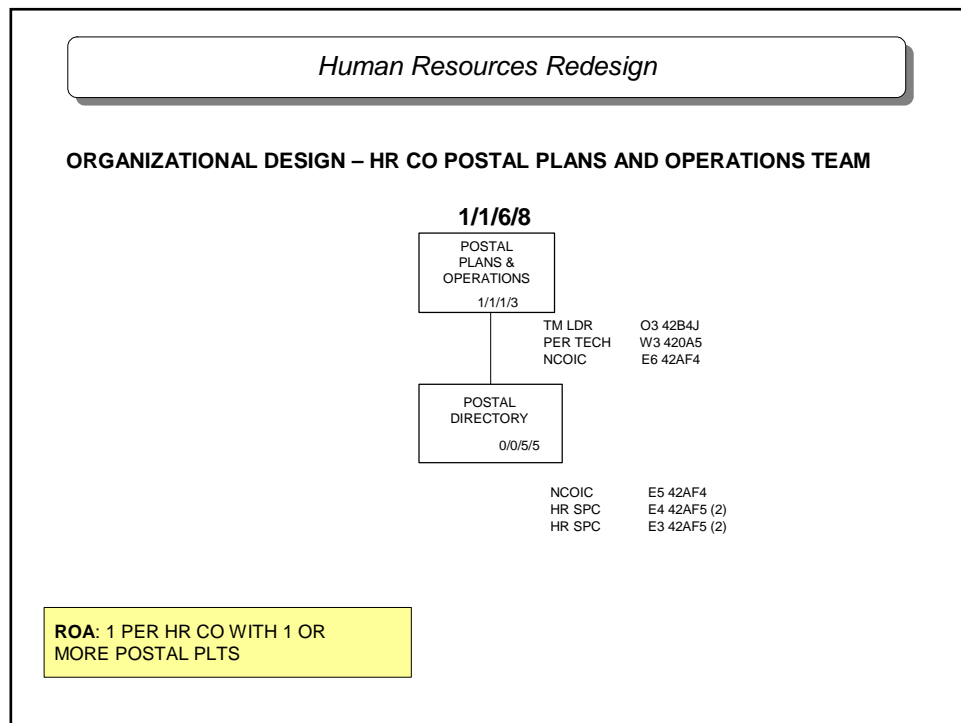
### **Mission**

To provide the HR Company with both long and short term postal planning, operational management, technical support and directory services when postal platoons are attached to the company to facilitate the HR (Postal) Company's ability to execute its specific tasks.

The Postal Plans and Operations Team is a staff section attached to an HR Company headquarters when one or more postal platoons are assigned (existence based). It provides postal planning and operational management to the HR Co Commander as well as company level directory service.

The Postal Plans and Operations Team consists of a Plans and Operations Section and a Directory Service Section. See Figure 4-18. The Postal Plans and Operations Section manages current operational requirements and plans both long and short range postal missions. The Postal Directory Service operates a central mail directory based on personnel data from the G1 and S1 sections.

The Postal Plans and Operations Team receives its policy guidance from the ASCC/Theater G1 and Postal Operations Division (POD) of the HRSC. Any coordination for resources or sustainment brigade involvement for planning or operations will be done through the HR Ops Cell of the corresponding sustainment brigade. All final operational guidance will flow from the Theater/ASCC or Corps/Division G1 to the Sustainment BDE through the HR Company HQ. The Postal Plans and Operations Team falls under the HR Company HQ for administrative and C2 support.



**Figure 4-18: HR Company Postal Plans and Operations Team**

## 4.10. HR Company R5 Plans and Operations Team

**Resourced: 3 AC, 2 ARNG & 3 USAR**

### Mission

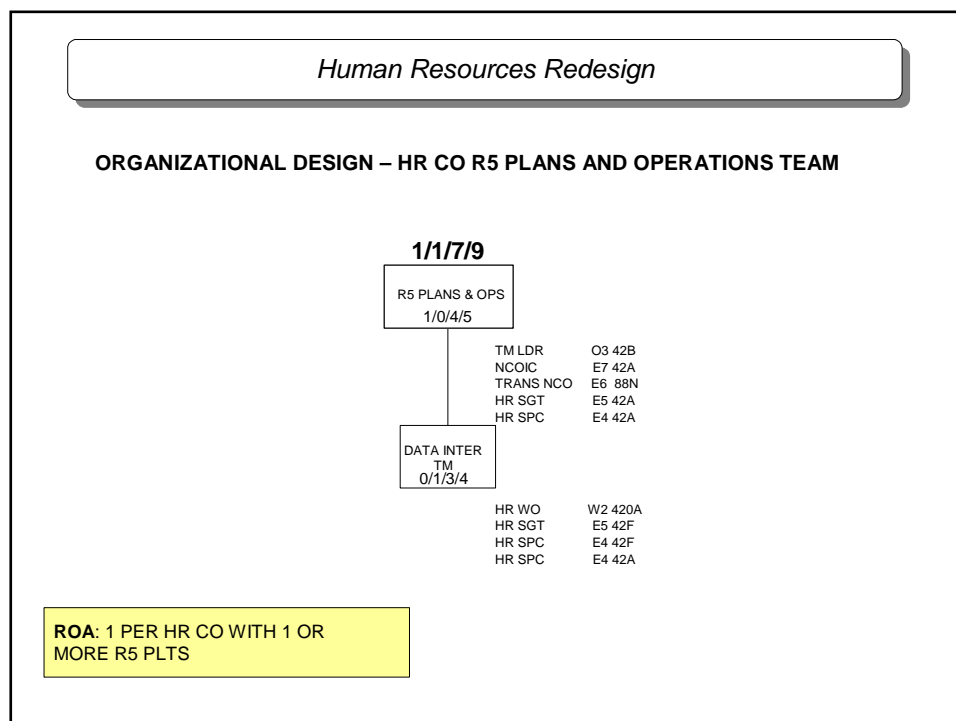
To provide the HR Company with both long and short term R5 planning, technical support, operational management and data integration when R5 platoons are attached to the company to facilitate the HR (R5) Company's ability to execute its specific R5 tasks.

The R5 Plans and Operations Team is a staff section attached to an HR Company headquarters when one or more R5 platoons are attached (existence based). It provides R5 planning, operational management and data integration to the HR Co Commander.

The R5 Plans and Operations Team consists of a 5-man Plans and Operations Section and a 4-man Data Integration Section. See Figure 4-19. The R5 Plans and Operations Section manages current operational requirements and plans both long and short range R5 missions. The Data Integration Section manages and integrates data into the deployed theater database. The integration Section

consolidates data from multiple sources, performs quality control measures and manages transmittal of data to higher headquarters and affected units.

The R5 Plans and Operations Team receives its policy and technical guidance from the R5 Operations Division of the HRSC. Any coordination for resources or sustainment brigade involvement for planning or operations will be done through the HR Ops Cell of the corresponding sustainment brigade. All operational guidance will flow from the Theater/ASCC or Corps/Division G1 through the Sustainment BDE to the HR Company HQ. The R5 Plans and Operations Team falls under the HR Company HQ for administrative and C2 support.



**Figure 4-19: HR Company R5 Plans and Operations Team**

## 4.11. Postal Platoon

**Resourced: 9 AC & 79 USAR**

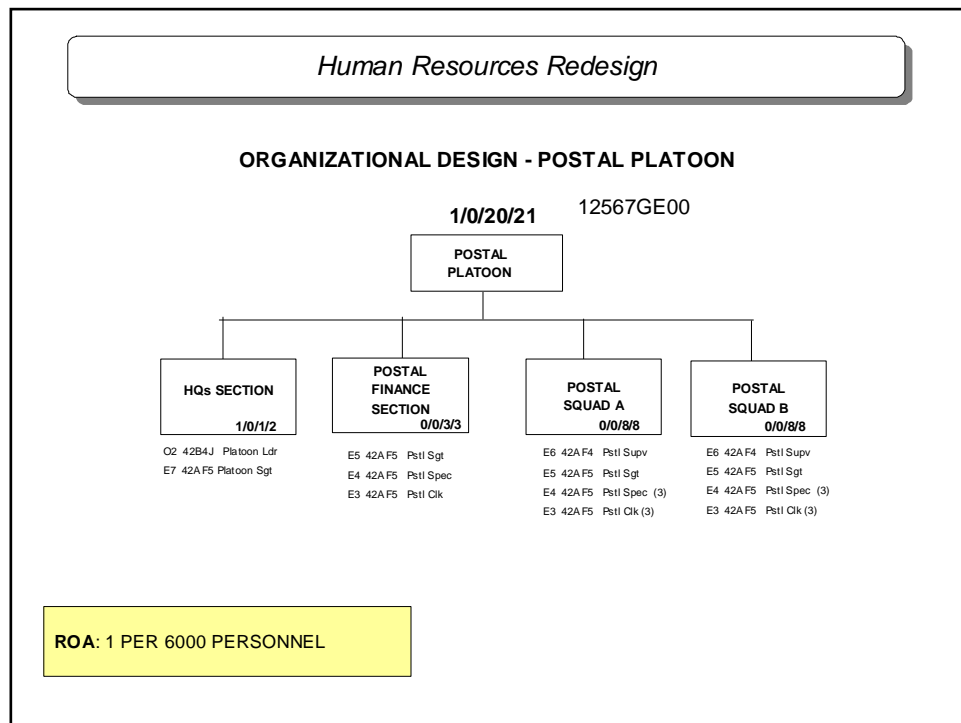
### Mission

To provide postal support to all individuals and units in an assigned area.

The Postal Platoon is a multifunctional organization providing postal support for up to 6,000 personnel (workload based). This universal modular platoon is capable of doing the complete spectrum of postal functions from postal service and postal finance to postal operations.

The postal platoon consists of a headquarters section, postal finance section, and 2 postal squads. See Figure 4-20. The headquarters section provides command and control, leadership, and guidance. The postal finance section sells money orders, stamps, and provides accountable mail services. Each postal squad has capability to perform operation or service missions or to perform independently as needed as a mobile mail team. The platoons are each equipped with 3 variable reach forklifts to provide efficient mail movement in whatever type of area the platoon is supporting.

The Postal Platoon receives all technical guidance through the HR Company headquarters and the corresponding Postal Plans and Operations Team. The HR Company HQ provides all command and control to the attached postal platoons.



**Figure 4-20: Postal Platoon**

## 4.12. R5 Platoon Headquarters

**Resourced: 9 AC, 2 ARNG & 9 USAR**

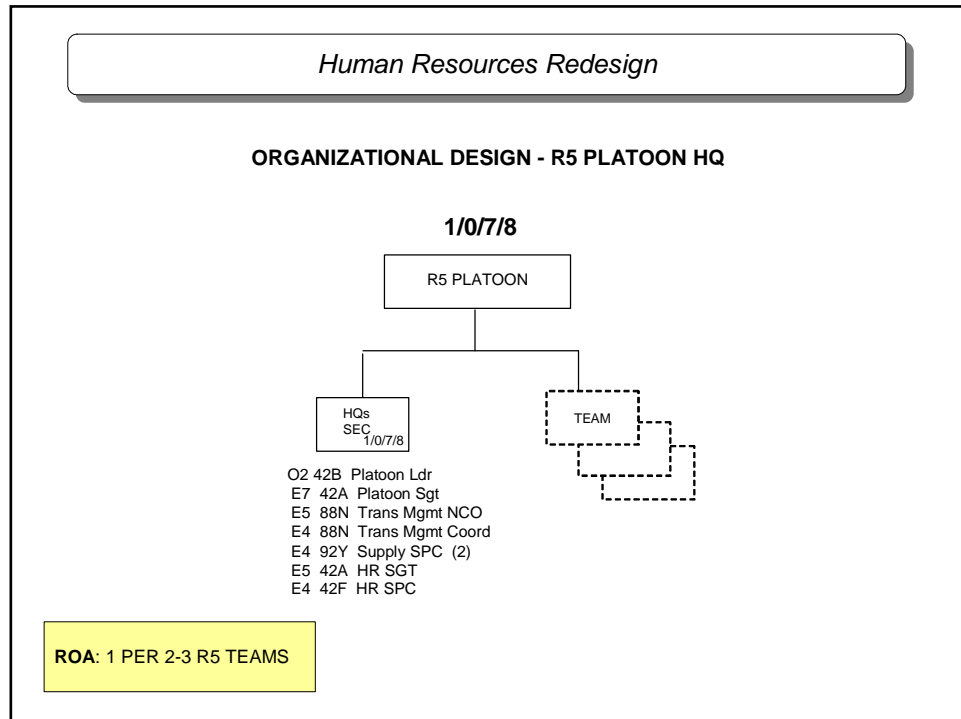
### Mission

To provide command and control to R5 teams.

The R5 Platoon Headquarters provides command and control to 2 to 3 R5 teams in the Theater/ASCC and Corps/Division battle space (Workload-C2 based).

The headquarters consists of an 8-man team that provides technical guidance, leadership, logistical support and command and control for attached R5 teams. See Figure 4-21.

The R5 platoon headquarters receives all technical guidance through the HR Company headquarters and the corresponding R5 Plans and Operations Team. The HR Company HQ provides all command and control to the attached R5 platoons.



**Figure 4-21: R5 Platoon Headquarters**

### 4.13. R5 Team

***Resourced: 28 AC, 8 ARNG & 26 USAR***

#### **Mission**

To provide reception and replacement support including accurate personnel accountability of transient personnel and coordination of movement for reception, replacements, returns-to-duty, R&R, and redeployment.

The R5 Team is an organization that provides reception (individual and unit), replacement, R&R, return-to-duty, and redeployment tracking and accountability for 400 personnel a day moving in or out of an assigned area or theater of operations (workload based). Further, the team tracks emergency leaves, inter-theater and intra-theater transfers as dictated by METT-TC.

The general functions include personnel accounting, administrative processing, and logistical support of transient personnel. The team is capable of operating in a joint or multinational environment. This modular, scalable and flexible structure allows the commander to support the large population flow for port operations with numerous teams organized into platoons and HR-R5 companies, but also support the small, but essential mission of managing sustainment missions such as R&R at the Corps/Division level with one team or a platoon as necessary.

The R5 team is comprised of 6 personnel led by a Staff Sergeant. See Figure 4-22. The team provides immediate processing, accountability and coordination for logistical support to individuals and units arriving to and departing from the area of operations.

The R5 team receives all guidance and command and control from the R5 platoon headquarters. All transportation coordination support comes from the R5 platoon headquarters. When geographically dispersed without a platoon headquarters to support a population up to 400 personnel a day, the R5 team will rely on the HR Ops cell in the sustainment brigade or the DIV/Corps G1 for assistance in coordinating with the R5 platoon headquarters or other necessary elements.

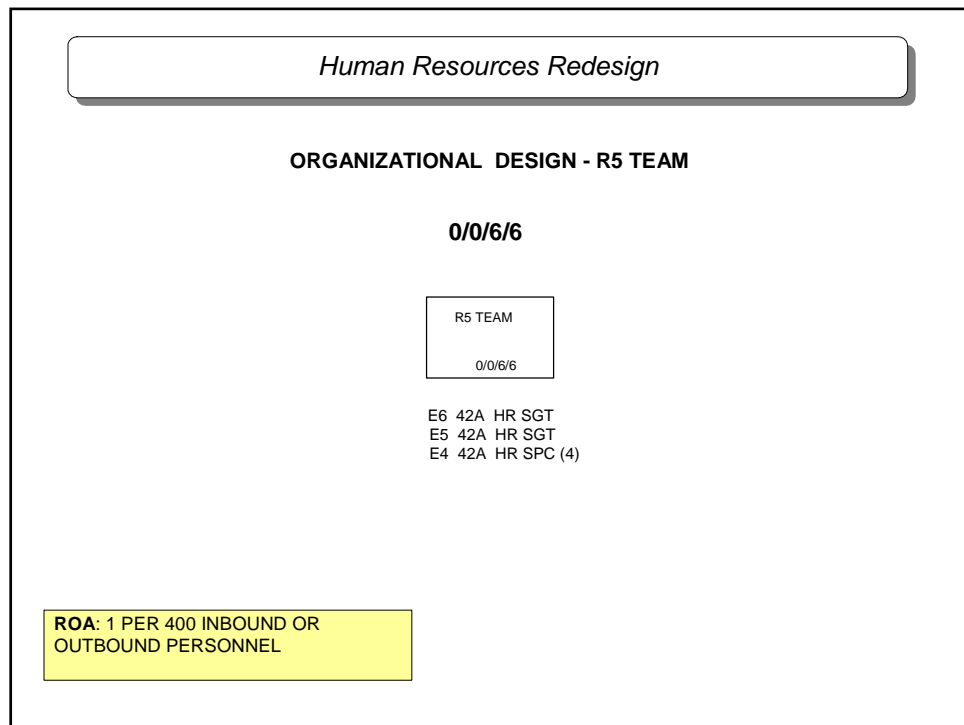


Figure 4-22: R5 Team

## 4.14. Casualty Platoon Headquarters

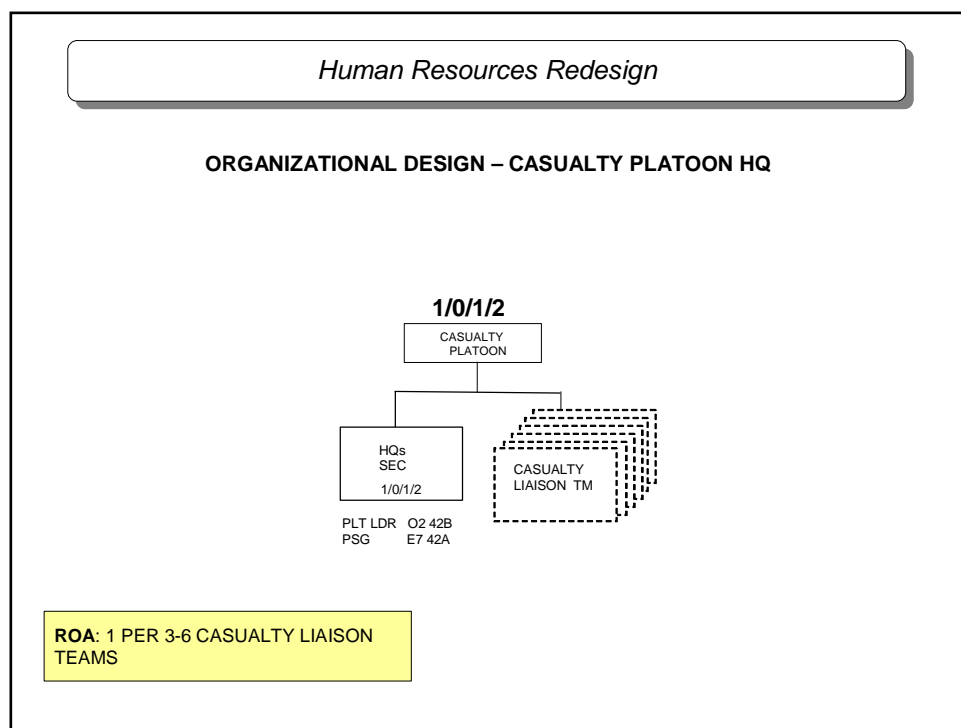
**Resourced: 4 AC, 2 ARNG & 4 USAR**

### Mission

To provide command and control to casualty liaison teams.

The Casualty Platoon Headquarters is a headquarters that provides command and control to 3 to 6 Casualty Liaison Teams (CLTs) (Workload-C2 based). The Casualty Platoon HQ consists of a platoon leader and platoon sergeant that provide leadership, training assistance and administrative support to geographically separate CLTs. See Figure 4-23.

The casualty platoon receives all administrative guidance through the HR Company headquarters. The Casualty Platoon functions as part of the Casualty Operations Center in a deployed environment. The headquarters ensures that all CLTs are properly empowered to perform the casualty reporting tasks and provide assistance to soldiers when needed at the Combat Support Hospitals (CSH).



**Figure 4-23: Casualty Platoon Headquarters**

## **4.15. Casualty Liaison Team**

***Resourced: 25 AC, 8 ARNG & 22 USAR***

### **Mission**

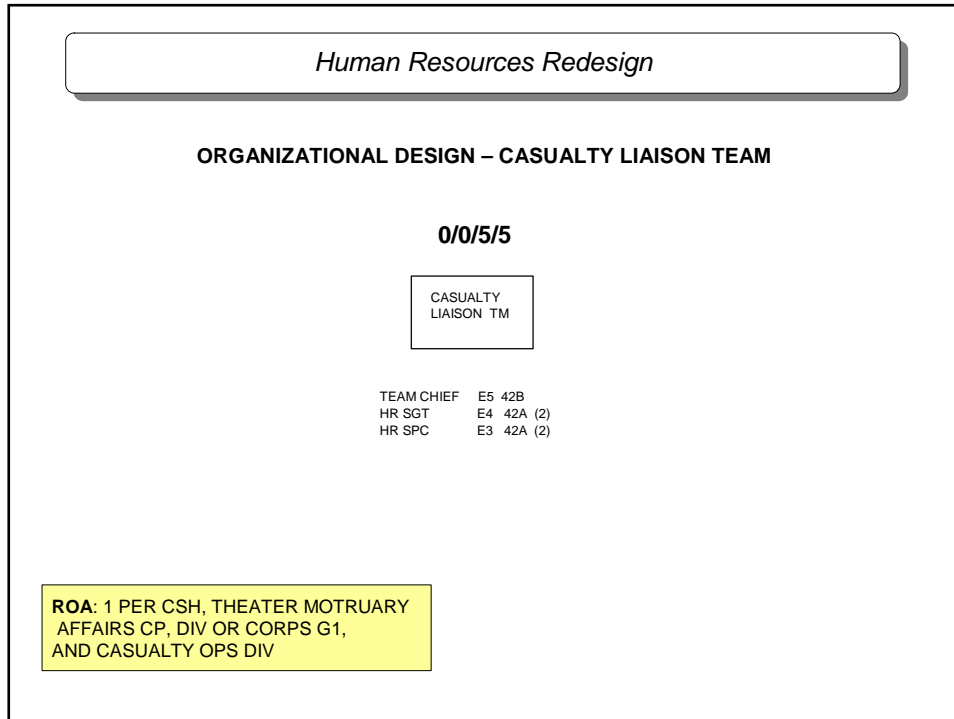
To provide accurate casualty information (reporting and tracking) at medical facilities, mortuary affairs collections points and higher headquarters as well as facilitate real-time casualty information for commanders. Assist in management of casualty operations as needed based on location.

The Casualty Liaison Teams are teams providing accurate and timely casualty information to HRSC and ultimately to HRC (existence based). The CLT consists of 5 personnel led by an E5. See Figure 4-24.

The CLTs primary function is to ensure timely casualty reporting to the HRSC and HRC. They also assist commanders in keeping accurate casualty statistics throughout the course of an operation. When necessary, based on a split mission, the CLT is capable of splitting the team to support smaller, more forward locations such as a Corps/Division mortuary affairs collection point or a CSH that has split-based operations.

CLTs not only provide accurate casualty information, but they also act as a liaison for each effected commander. The CLT provides updated status reports to the effected unit and informs the unit if the soldier leaves the theater. The CLTs assist with coordinating a soldier's return to duty with the unit and/or an R5 unit. The CLT acts as an administrative liaison for the injured Soldier ensuring he or she has access to necessary services such as finance, MWR, or any HR related service.

CLTs receive technical guidance from the Casualty Operations Division of HRSC. When attached to a CSH, Mortuary Affairs Collection Company, Corps/Division G1 or HRSC, the CLT relies on that organization for life support. The Casualty Platoon headquarters can provide assistance with any administrative issue or can assist in getting technical guidance when direct communication may be difficult.



**Figure 4-24: Casualty Liaison Team**

#### **4.16. Postal Flow**

Mail arrives to the theater to the APOD where it is received and broken down at the Joint Military Mail Terminal (JMMT) or MMT, led by the Army Component MMT team with an augmenting HR-Postal Company and 2 or more postal platoons based on supported population. The mail is broken down by 9 digit zip code and moved primarily by 20 foot containers or 463L pallets from APOD/Port to sustainment brigades in the Theater/ASCC or Corps/Division battle space. There, the postal platoons and HR Company headquarters assigned for area support based on supported population, break down the bagged mail and parcels for units to collect. The forward companies and platoons also perform mail services, postal finance missions and act as mobile postal teams moving forward to support geographically separate units. The units handle retrograde and redirected mail, moving it back to the JMMT or MMT by 20 foot containers or 463L pallets for movement CONUS. Casualty mail is handled in Theater, Corps or Division areas for movement to the medical facilities or back to JMMT and CONUS. All necessary statistics, guidance on mail, and policy comes from the Postal Operations Directorate of HRSC as the ASCC/Theater G1's experts on postal operations. The HR Ops Cells of the sustainment brigades assist with coordination for mail movement and security as well as assists in making sure personnel data from the supported G1s is shared with the HR Postal Companies to ensure up-to-date alignment with zip codes and unit numbers. See Figure 4-25.

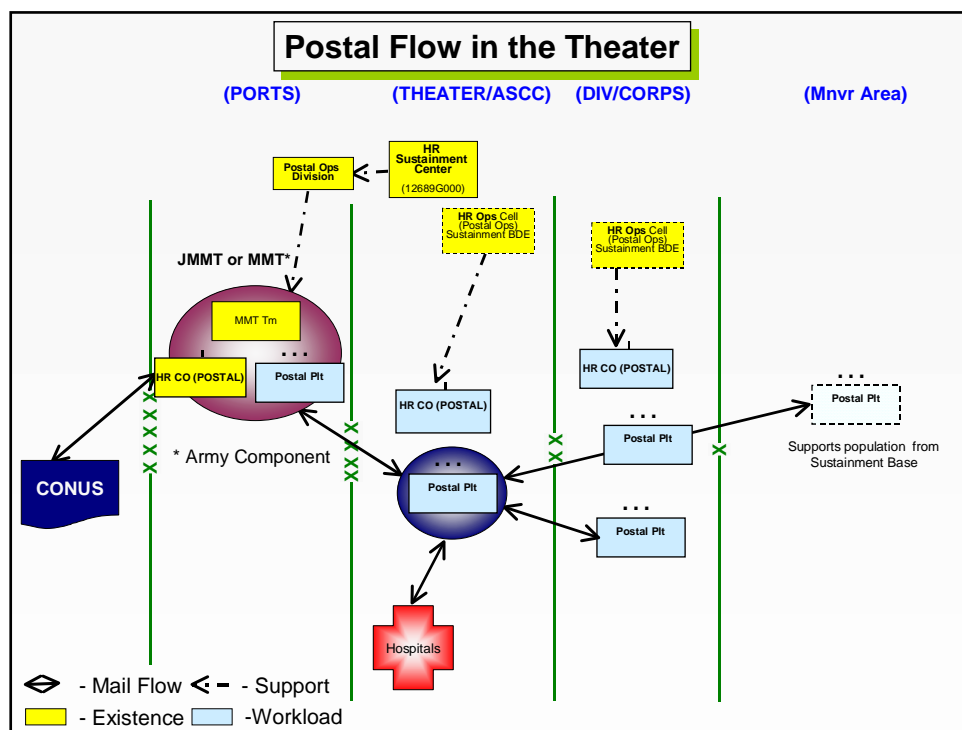


Figure 4-25: Postal Flow

#### 4.17. R5 Flow

The Theater Gateway R5 Team establishes the R5 Center at the APOD with augmenting HR-R5 (or R5-Casualty) Company with R5 platoon headquarters and teams based on projected flow rates. The Theater Gateway R5 Team receives and processes all units (RSOI) arriving to the theater of operations and coordinates onward movement of the units to their designated areas of operation through coordination with the unit S1s and the TSC. Individual replacements flow in a similar manner from the R5 Center to the BCT/BDE S1 of the unit assigned. The Theater Gateway R5 team and supporting HR R-5 Company coordinate all onward movement, logistical support and personnel tracking of units and individual replacements. As the theater matures, other ports of entry may be established requiring R5 support at more than one location. The size of this R5 element will be based on the projected flow. During sustainment, the R&R program requires intense coordination to ensure proper accountability and movement control. Soldiers on R&R will move with coordination from the BCT/BDE S1 to an R5 platoon or team at the Corps/Division level. The size of the R5 element at that level will be based on daily personnel flow. The R5 team will ensure accountability and necessary processing is done for follow-on travel to the R5 Center or to in-theater R&R programs. At the R5 center the Soldiers on R&R are briefed, processed and manifested for R&R travel. Upon return from R&R, the R5 Center processes and moves soldiers back into the theater through the Corps/Division level R5 element to the unit. Return-to-Duty Soldiers will return from theater-based hospital or military medical treatment facilities to the Theater R5 Center, Corps/Division level R5 element, or directly to the unit based

on the location of the medical facility. The R5 element will coordinate with the CLTs for movement back to the units through the BCT/BDE S1. Upon completion of a rotation or the end of theater operations, the Theater Gateway R5 team will coordinate onward movement with other services, coordinate logistical support and properly account for individuals and units as they leave the theater. The R5 Operations Division of the HRSC provides technical guidance and theater policy information to the Theater Gateway R5 and HR-R5 Companies on R5 matters as the Theater G1's experts on R5 Operations. The Sustainment Brigade HR Ops Cell assists the forward R5 elements with coordinating logistical needs from assets within the Sustainment Brigade as well as providing operational planning guidance from the sustainment brigade. See Figure 4-25.

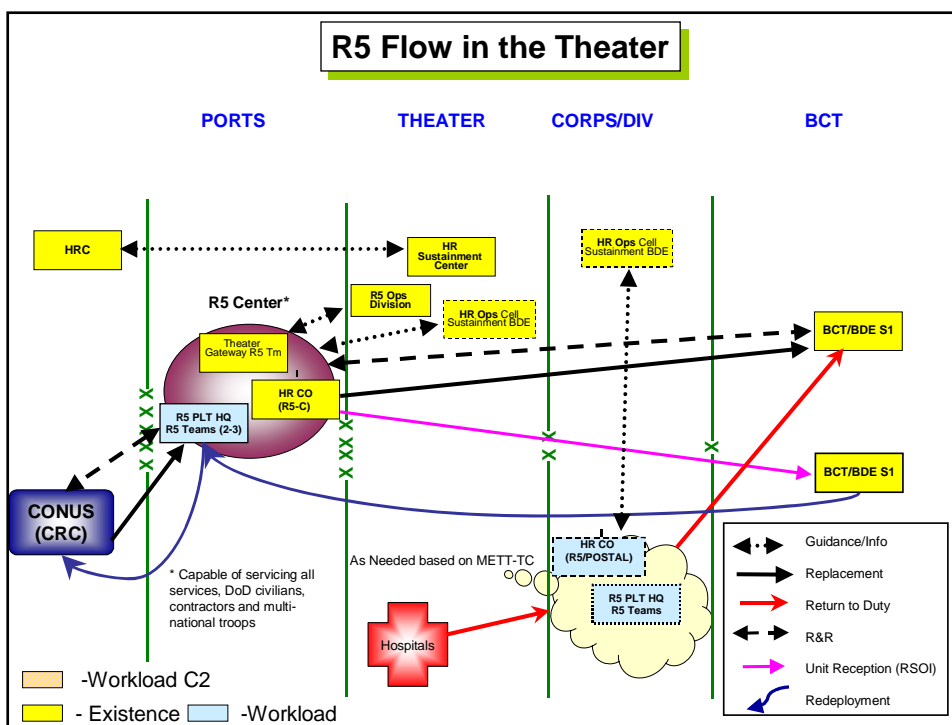


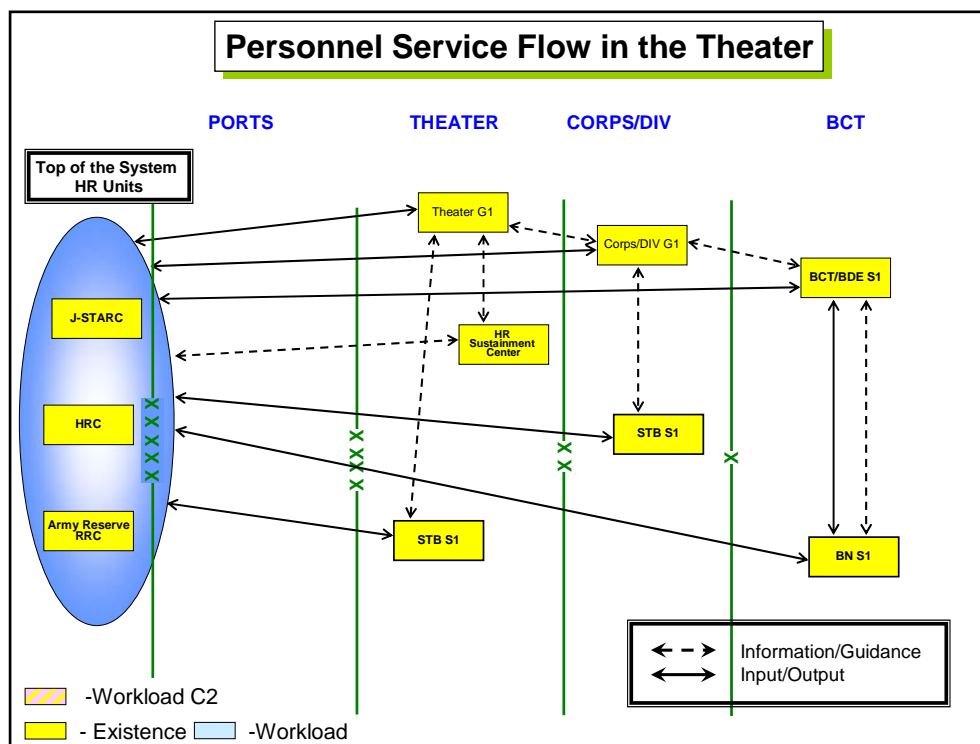
Figure 4-25: R5 Flow

#### 4.18. Casualty Flow

When a casualty occurs, the unit reporting the casualty generates a DD Form 1155/1156 which flows to the BCT/BDE S1. The Casualty Report using the Defense Casualty Information Processing System Forward (DCIPS-FWD) comes from the BCT/BDE S1 and/or the Casualty Liaison Teams located at the CSHs and Mortuary Affairs Collection Company. The reports are digitally sent to the Casualty Operations Division of the HRSC using DCIPS-FWD. The reports are verified through the medical or mortuary affairs systems and the Casualty Operations Division sends the report to HRC. Simultaneously to the formal casualty reporting process, CLTs provide any status changes back to the



directly to the BDE level. Information flow, command guidance, policy changes, training assistance and quality assurance will continue to flow from the Corps/Division and Theater/ASCC G1 Sections to the BCT/BDE, STB and BN S1 Sections. The Corps/Division and Theater/ASCC G1 will also interact with top of the system organizations to ensure the Corps/Division and Theater/ASCC Commander's operational needs are met and any overarching command issues are resolved. The HRSC provides information and analysis as needed to the Theater/ASCC G1 and they receive Army level guidance that affects the theater from the top of the system. The HRSC is the theater proponent for information management and will work with both top of the system and G1/S1 Sections in the theater to ensure proper access, permissions, and data clarity during all phases of the deployment. See Figure 4-27.



**Figure 4-27: Personnel Services Flow**